



2021 All-America City Award Application

Spotlight: Building Equitable and Resilient Communities

Community Information

Community name and state:	Englewood, Colorado
Your community is applying as a:	City
If applying as a region, name participating communities:	N/A
If applying as a neighborhood, name city:	N/A
Has your community applied before?	No
Has your community been a Finalist before?	No
Has your community been an All-America City before?	No

Contact Information

All-America City Award contact (primary contact person available throughout competition & follow-up):

Name:	Tim Dodd
Title (if any):	Assistant to the City Manager
Organization/Government/Other:	City of Englewood, Colorado
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City, State, Zip:	Englewood, CO 80110
Phone (business/day):	(303)-762-2317
Mobile Phone:	(303)-921-3183
E-mail Address(es):	tdodd@englewoodco.gov

If named a finalist, your community will receive a complimentary membership (or membership renewal if an AAC application was submitted last year) to the National Civic League for one year. To whom should this membership be directed?

Name:	J. Shawn Lewis
Address:	1000 Englewood Parkway
City, State & Zip Code:	Englewood, CO 80110
Phone Number :	303-762-2312
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We agree to follow the National Civic League's rules regarding use of the All-America City Award logo, a registered trademark of the National Civic League. We allow the League and the All-America City Award to share this application and the information enclosed in it with League and AAC networks to promote the work of our community. If we are named an All-America City, we agree to conduct a post-AAC conference call or regional forum for the AAC network that features our projects. If named a finalist, we understand and commit to either raising the money or covering the cost of sending a community delegation to attend and compete in the three-day [Awards Event and Conference](#). In a pay-it-forward spirit, if named a finalist or All-America City, we agree to consider supporting AAC through a National Civic League membership for a minimum of the next three years.

Signature:

A handwritten signature in blue ink that reads "J. Shawn Lewis". The signature is written in a cursive, flowing style.

Name: J. Shawn Lewis

Title: City Manager

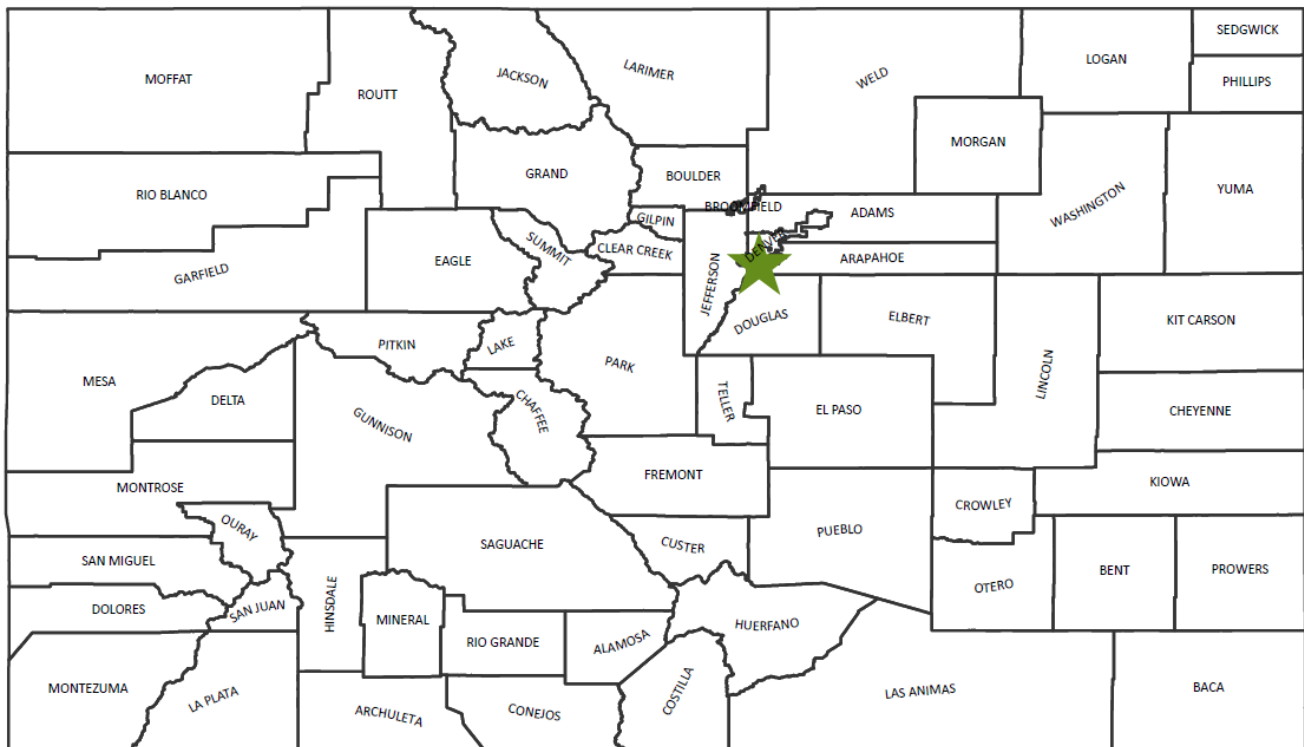
Date: February 10, 2021

Community Statistics and Map

POPULATION (most recent Census):	35,168 (2020 estimate)
POPULATION PERCENTAGE CHANGE 2010-2020 (indicate + or -):	+16.3%
Source/Date:	U.S. Census Bureau (2020 estimate) December 14, 2020
RACIAL/ETHNIC POPULATION BREAKDOWN:	
White	75.7%
Hispanic or Latino (of any race)	17.3%
Black or African American	2.6%
Asian	1.4%
American Indian and Alaska Native (AIAN)	0.6%
Mixed Race	3.9%
Source/Date:	U.S. Census Bureau (2020 estimate) December 14, 2020
POPULATION BREAKDOWN BY AGE GROUP (percentages, if available):	
19 years old and under	20.3%
20-24	9.6%
25-44	35.9%
45-64	14.2%
65 and over	14.2%
Source/Date:	U.S. Census Bureau (2020 estimate) December X, 2020
PERCENTAGE OF FAMILIES BELOW POVERTY LEVEL:	4.9% (families) 8.2% (population)
Source/Date:	American Community Survey
UNEMPLOYMENT RATE:	9.3%
PERCENTAGE OF HOME OWNERSHIP:	49.5%
Source/Date:	American Community Survey / Zillow, 2020
WORKFORCE DISTRIBUTION—Name the three largest employment sectors (include military services and/or installations, if any) in your community and provide the percentage of total employed in each:	
<u>Employment Sector 1</u>	Health Care/ Social Assistance 25.71%
<u>Employment Sector 2</u>	Construction 14.73%
<u>Employment Sector 3</u>	Retail Trade 10.74%
Source/Date:	Colorado Department of Labor and Employment, 2018
EDUCATION ATTAINMENT BREAKDOWN	
Bachelor's Degree or higher	39.32%
Some college or Associates degree	27.35%
High School or GED	23.65%
Less than High School	9.77%
No schooling	—
Source:	American Community Survey

MAP

The Colorado map below illustrates county boundaries. Englewood is represented as a green star on the western edge of Arapahoe County. The 8.5 x 11-inch version with major roadways shown can be found in Attachment A.



PART I: Tell Your Community's Story

Englewood, Colorado is a vibrant, eclectic city of approximately 35,000 people located on Denver's southern border. Englewood's origins began with the gold rush, and in 1903, citizens voted to incorporate Englewood which means, "wooded nook." Englewood boomed in the late forties and fifties. The GI Bill provided funding for new, "first tier" suburban homes. Englewood has seen significant redevelopment pressure in older neighborhoods and contentious debates over topics like density, affordable housing and homelessness as the city shifts from a suburban community to an urban city.

While dreams of gold and GI Bill-funded neighborhoods have faded, our proximity to Denver, relatively affordable home prices, beautiful open spaces, and unique local businesses continue to make Englewood a desirable place to live. This is exhibited by a 16% population increase over the last ten years. With a median age of 36.2, Englewood has one of the highest concentrations of millennials in Colorado. South Broadway Avenue, Englewood's main street, boasts an interesting and diverse mix of local and national retailers and restaurants.

Two large hospitals, Swedish Medical Center and Craig Hospital, are two of our largest employers. At only six square-miles, the city offers a whopping 217.7 acres of parks and open space including a city-owned water park and golf course. The city has historically prided itself on some of the lowest sales and property tax rates in the region.

Englewood's location, engaged community, diverse economy, and proximity to Denver are all positives, but the community has faced significant challenges in the last several years. Namely, the City has struggled to fund infrastructure improvements to deal with aging stormwater, water and wastewater systems. COVID-19 and racial tensions in 2020 presented a new set of challenges which exposed the need for increased focus on underserved populations and more robust diversity and inclusion initiatives. In the last three years, and particularly in 2020, the City of Englewood has partnered with residents, the non-profit sector and the business community to create and implement plans to address these challenges.

- In 2018, a flood in Englewood resulted in a tragic loss of life and prompted the city to partner with residents and regional flood control agencies to develop and fund a comprehensive plan for stormwater management. City council, with the support of residents, raised utility fees to pay for much-needed stormwater, water and wastewater system upgrades.
- In March 2020, when COVID-19 emerged, Englewood reacted swiftly by developing new outreach services, grant programs and job retraining courses to ensure the vibrancy of our diverse local businesses and improve outcomes for disadvantaged and isolated populations.
- The co-responder program—an innovative approach to combining social service expertise and policing—expanded in 2019, and again in 2020. The program has engaged the nonprofit sector to ensure that the most vulnerable populations in our community receive the services they need.
- In 2020, city council adopted a city-wide strategic plan which focuses on areas like infrastructure, a fair, equitable and supportive approach to public safety, and support for our diverse and vibrant local economy to name a few.

PART II: Describe the Strength of Your Community's Civic Infrastructure

Shared Vision and Values

In January 2020, the city council held its annual retreat to establish a long-term vision for the city, but the work to prepare for that vision started months before in 2019 with over 200 members of city staff, residents and businesses participating in one of 22 focus groups. A survey was also provided to 148 city board and commission stakeholders.

A 63-page report categorized and summarized the feedback from focus groups and the survey. The report was provided to city council as background information for developing the City's vision. Using the background information and discussion around desired outcomes, city council identified six focus areas for the city:

1. Infrastructure
2. Local Economy
3. Safety
4. Sustainability
5. Neighborhoods
6. Transportation
7. Governance

The vision work in 2019 and 2020 resulted in adoption of the city's first community-driven strategic plan in over a decade that included 175+ projects that corresponded to the focus area vision statements. To date, 30% of the projects in the plan have been completed, including a program for businesses to tell their "Englewood story" and the establishment of a new neighborhood resources program which is focusing on underserved neighborhoods.

The city remains committed to our core organizational values of integrity, trust, respect, excellence, accountability and teamwork.

Culture of Engagement & Engaged Residents

The City of Englewood has a history of engaging various community stakeholders, such as residents, neighborhood leaders, school officials, and business leaders in major decisions.

ENGAGEMENT ON SIGNIFICANT SOCIETAL CHALLENGES

1. **HOMELESSNESS-** In 2018, a group of local pastors came to city officials, with concerns about the increase of individuals experiencing homelessness in the city. This led to the creation of Change the Trend, a collection of more than 30 nonprofits that provide food, shelter, and resource navigation to those experiencing homelessness.
 - a. Recent collaborations include a food drive to support nonprofits; a city-sponsored resource guide providing people experiencing homelessness with information on how to access resources offered by Change the Trend members; and an online map showing community members where they can go to drop off materials, such as clothing and food, to assist nonprofits.
2. **ADDICTION & MENTAL HEALTH-** At about the same time Change the Trend was formed, religious leaders and community members were also growing concerned about the lack of mental health and addiction services. After a meeting with police leaders in 2018, the police chief proposed and council approved a new co-responder program to pair licensed health and social work clinicians with police officers to assist and treat residents with mental health and addiction services. Today, the co-responder program is assisting an average of 900 individuals annually through a strong partnership with the non-profit health provider AllHealth Network.
3. **POLICE REFORM-** In the wake of the George Floyd killing, the city went to work engaging the community on the topic of police reform and racial equity. The process included an expert panel on these topics, a virtual townhall meeting with more than 1,487 residents, and formation of a police reform task force with 18 residents and stakeholders who recommended more than 30 improvements and reforms for the Englewood Police Department.

ENGAGEMENT ON HOT BUTTON LOCAL ISSUES

1. **OFF-LEASH DOGS-** In response to community strife and division over policies regarding off leash privileges in Englewood Parks, the city council, in partnership with the parks & recreation commission, created an off-leash dog task force. The task force brought together residents through mediation services of the city's neighborhood resources program developed recommendations to assist city council in making decisions. The committee also coordinated a statistically-valid survey to 5,000 residents to obtain feedback and input.
2. **TRASH HAULING-** With four different private trash haulers crisscrossing city streets and some resident discontent over trash services, city council created the organized residential waste & recycling collection committee. The committee consisted of residents both for and against contracting with a single hauler.

Three town hall meetings were held and survey with more than 800 resident responses led to issuance of an RFP to obtain the best service and value for residents. The selection process is still underway.

BOARDS & COMMISSIONS

The city maintains twenty boards and commissions with 148 community members serving. These boards and commissions meet monthly and provide invaluable community input and recommendations on many of the community's most important issues.

SURVEYS

Every two years, the City of Englewood publishes a citizen survey to better understand community satisfaction with city services and also identify key areas of concern facing the city. In 2019, the city contracted with POLCO and the National Research Center to help gather information and preferences from residents, businesses and other stakeholders. The city added the services of Bang the Table (BTT) in 2020. BTT is a community engagement platform that provides a convenient avenue for residents to weigh in on a community topics such as police reform, off-leash dog parks, wayfinding and placemaking, formation of a downtown development authority, and updates to the unified development code.

Inclusive Community Leadership

The City of Englewood enjoys a number of trusted and respected leaders that work together to solve our biggest challenges. City leadership has established quarterly meetings between the City and the Englewood Chamber of Commerce, Englewood Public Schools, Swedish Medical Center, Craig Hospital, Change the Trend (a coalition of non-profits in the region) in addition to more regular project specific meetings between these and other organizations.

The city also proactively develops leadership in the following ways.

- Citizens' Planning School. Provides community members with opportunities to learn more about the planning and development process and train them for service on one of seven city boards and commissions related to planning and community development.
- Citizens' Police Academy. Provides community members with an opportunity to learn about how they can work with the Englewood Police Department to fight crime, and be better equipped to step into leadership roles.
- Neighborhood Group Leaders. As part of the new neighborhood resources program, the city facilitated conversations with interested residents about forming and registering neighborhoods in the city. Volunteers neighborhood representatives received resources and guidance from Neighborhood Resource Coordinator Madeline Hinkfuss about how to organize neighborhoods, plan events and set up systems to keep neighbors connected. Many of these volunteers now serve as neighborhood group leaders.

Equity

1. In 2020, Mayor Linda Olson and Council Member Cheryl Wink hosted a community book club featuring the book, *How to be an Antiracist* by Kendi Ingram. 129 participants read and discussed the book over a three-week period, with community members volunteering to serve as breakout room facilitators.
2. In forming the 2020 Police Reform Task Force, city council sought diversity, particularly with representation of people of color. Ultimately, the 16-member group consisted of two black members,

three Latino members, one Asian and one person identifying as LGBTQ. The task force was also facilitated by a person of color.

3. On January, 17, 2020 nearly 20 Englewood city leaders and staff participated in the 36th annual MLK “Marade” through downtown Denver under a City of Englewood banner.
4. In 2019, the city manager established a diversity and inclusion task force. The group has achieved a number of goals in 2020:
 - a. Participation in Pride Month with rainbow flags flown at all city facilities
 - b. Applying to and being accepted into GARE (Government Alliance on Race & Equity). Staff is currently working with GARE to develop a diversity and equity training for all staff.
 - c. Creation of the City of Englewood staff Diversity & Inclusion Book Club that has read three books to date.
5. For the 2019 city manager’s focus groups, city staff worked with Englewood Public Schools to obtain feedback and ideas from the parents of English as a second language students.
6. The city’s neighborhood resources program was established in 2020 and focuses heavily on equity.
 - a. Neighborhood sharing circles and the Phone Buddy program were created to reduce isolation and provide services to seniors and disabled. Through direct mail, the program targeted outreach efforts in neighborhoods with the highest percentages of elderly and disabled residents using Census data.
 - b. The Snow Buddies program was reestablished. The program recruits residents who volunteer to assist elderly and disabled residents with snow and ice removal.
 - c. Low-income and minority populations have been identified within neighborhoods, and neighborhood outreach events planned in those areas as soon as COVID-19 restrictions are lifted.
7. As a result of the police reform task force work, police and human resources have identified a number of minority law enforcement associations from which to aggressively recruit diverse police staff.

Authentic Communication

In 2019, the city established the city’s first communications department to improve two-way communication between residents, the city and other local and regional institutions. New communication and outreach strategies were deployed through publications, social media, events, video production, e-newsletters, and engagement opportunities. Reciprocal information sharing opportunities were created through these new communication mediums to allow Englewood Public Schools, Arapahoe County and the Englewood Chamber of Commerce to distribute information through city channels and vice versa.

In 2020, the city manager established a community engagement task force that developed a community engagement plan to serve as a roadmap for all city employees that plan, implement, and document community engagement. The department is also finalizing the city’s first-ever strategic communications plan. Work is underway to publish all critical communication pieces in both English and Spanish. Public surveys on our survey site called “Input Now” are offered in both English and Spanish.

During the COVID-19 crisis, the city and community partners implemented a variety of innovative communication and outreach methods to engage with and inform residents. These included:

- “Neighborhood Happy Hours” where the city encouraged neighbors to gather safely outdoors were created with a resource guide, goody bags and fun games.
- A story-telling video series highlighted and promoted local retail and restaurant businesses hit hard by limited capacity and stay-at-home health orders.

- “Time for Takeout” was a partnership between the Chamber of Commerce and the Communications Department to market and promote local restaurants offering take-out and delivery services.
- “Good in Englewood” was created for social media. The series told the inspiring stories of neighbors helping neighbors during the pandemic.
- Virtual neighborhood sharing circles and a Phone Buddies program were created to help keep seniors and the disabled healthy and connected throughout the stay at home health order.
- An Englewood virtual recreation center launched in April, offering classes and other resources for staying active.

Collaborative Institutions

- Economic Development Partnership. Led by the city’s community development department, the Economic Development Partnership was formed in 2017 to increase coordination and collaboration in economic development efforts in Englewood and Arapahoe County by bringing local leaders from the Aurora-South Metro Small Business Development Center (including Mi Casa Resource Center), Englewood Chamber of Commerce, South Metro Denver Chamber of Commerce, Manufacturers Edge, Arapahoe-Douglas Works, Arapahoe Community College, Denver South Economic Development Partnership, Colorado Office of Economic Development and International Trade (including Minority Business Office), US Small Business Administration and the Metro Denver Economic Development Corporation.
- Change the Trend. Englewood’s police chief worked with local faith and non-profit leaders in 2017 and 2018 to establish Change the Trend. The group consists of 35 nonprofits that provide food, clothing, shelter, employment, health and mental health services to those in need. The group meets weekly and includes city staff that partner with the group and individual members to provide resources and information.
- Englewood Leadership Exchange. The Englewood Area Chamber of Commerce brings together community leaders, residents and business representatives to discuss the community’s most pressing problems at the monthly Englewood Leadership Exchange. City leadership participates in these discussions which began in 2019.
- Arapahoe Community College. When a council member suggested that people unemployed due to COVID should have access to job retraining, City staff reached out to Arapahoe Community College to explore possibilities. In partnership with the Greater Englewood Chamber of Commerce, the program established job training for 40 individuals.

PART III: Describe Three Community-Driven Projects

PROJECT #1: INCLUSIVE POLICE REFORM

Contact: John Collins, Police Chief
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Englewood, CO 80110
jcollins@englewoodco.gov
(303)-783-6946

The brutal death of George Floyd on May 25, 2020 shook many Americans to the core. Video footage of Mr. Floyd’s last moments revealed systemic racism that permeates many corners of our society, and the challenges people of color face on a regular basis. Through the leadership of city council, the police department, the city

manager's office and a dozen or more resident activists, the City of Englewood was one of the first cities in Colorado to begin police reform work within weeks of this tragedy.

On June 4, 2020, Mayor Linda Olson and Police Chief John Collins released a joint statement on the death of George Floyd, and introduced the process the city would take to address racism and undertake police reform. As the first step outlined in the Mayor's Pledge to Reimagine Policing, the Englewood Police Department began work on a comprehensive report to the community on current policing policies and practices. Mayor Olson signed the Mayor's Pledge to Reimagine Policing, a pledge developed by the My Brother's Keeper Alliance that asks communities to engage the community and review policing policies through the following four steps:

1. Review the police use of force policies in my community;
2. Engage my community by including a diverse range of input, experiences, and stories in our review;
3. Report the findings of our review to my community and seek feedback within 90 days of signing this pledge; and
4. Reform my community's police use of force policies based on findings.

Step 1: Review Existing Programs

At the June 10, 2020 Englewood City Council meeting, council members affirmed these four steps, and the police department set about reviewing existing programs. These included the following:

- Citizens Police Academy- With nine weekly workshops, the Citizens Police Academy increased understanding and cooperation between the Englewood Police Department and residents since 2008. 268 Englewood residents have graduated from the academy.
- National Night Out- This nationwide event occurs on the first Tuesday in August with the goal of bringing neighbors together and making neighborhoods safer.
- Graffiti Paint Out- A joint effort between the Police Department and the community to eliminate graffiti and to prevent it from occurring in the city. This includes a graffiti alert system designed to keep concerned community members informed of recent graffiti incidents.
- Restorative Justice Program- Started in 2020, this program is designed to allow the community to play a larger role in the justice process. The program is a system of criminal justice that focuses on the rehabilitation of offenders through reconciliation with victims and the community at large. This includes a focus on the harms of wrongdoing as opposed to rules that have been broken; equal concern and commitment to victims and offenders; supporting offenders while encouraging them to understand, accept, and carry out their obligations; and encouraging collaboration and reintegration rather than coercion and isolation.
- Co-Responder Program- Since 2018, the Englewood Police Department has partnered with AllHealth, a nonprofit organization, to develop a co-responder program. This program offers immediate treatment to Englewood community members suffering a mental health crisis. AllHealth offers a continuum of care that includes traditional counseling, intensive outpatient programs for individuals dealing with co-occurring substance use and mental health disorders, as well as community support services.
- Impact Team- Established by Police Chief John Collins in 1996, the impact team serves multiple functions within the police department and City of Englewood, including:
 - Nuisance abatement enforcement for massage parlors, marijuana growth/sales, nuisance properties, and camps with unhoused populations;
 - "Homelessness response team" for the city, working with co-responders and other organizations to resource people who are unhoused;

- Bike patrols of the downtown area, Englewood Parkway corridor, at high crime locations and special events;
- Traffic stops for Arapahoe County Narcotics Team investigations; and
- Training for other officers and city employees in a number of areas, such as Standard Response Protocol.
- Body Worn Cameras- Shortly before the death of George Floyd, city council directed city staff to bring forth an agenda item to pursue body worn cameras. On June 1, 2020, the council unanimously directed staff to implement body-worn cameras. The three goals of this program are to improve officer safety, transparency, and accountability.

While these and other programs helped to engage the public and support transparency, Englewood Police leadership was ready and willing to dive deeper into needed reform efforts in partnership with the community and the city council.

Step 2: Analyze Use of Force Policies, Discipline and Alternate Policing

In addition to reviewing existing programs noted above, city council outlined additional review and analysis steps based in large part on resident feedback calling for Council to consider enacting the policy recommendations of the “8 Can’t Wait campaign.” “8 Can’t Wait” is a project sponsored by Campaign Zero that focuses on eight key policies: (1) Ban on chokeholds and strangleholds; (2) Requirement of de-escalation; (3) Requirement of warning before shooting; (4) Requirement that all alternatives be exhausted before shooting; (5) Duty to intervene; (6) Ban on shooting at moving vehicles; (7) Requirement of use of force continuum; and (8) Requirement of comprehensive reporting. In addition to “8 Can’t Wait,” city council asked staff to review policy objectives of local protestors as outlined in a June 9 article of local media outlet, *Denverite*. As such, the final report to the community included the following:

- Staffing
 - School resource officers
 - Hiring, training and discipline
- Policies
 - Use of chokeholds and strangleholds
 - Reporting regarding the use of force/threats of use of force
 - Use of chemical projectiles and other crowd control methods
 - De-escalation practices
 - Warnings before discharging firearms
 - Requirements for officers to stop or attempt to stop another officer when force is being inappropriately applied or is no longer required
 - Shooting at a moving vehicle
 - Use of force continuum
 - Fleeing felon
- Alternate policing and crime prevention efforts
 - Co-Responders
 - Impact Team
 - Restorative Justice
 - Homeless Service Provision
- Review committee(s) and accountability
 - Employee incident recognition committee
 - Body cameras

The report, completed in advance of the 90-day deadline laid out in the Mayor's Pledge to Reimagine Policing, was posted on the city's website for community input and feedback and can be found at <https://www.flipsnack.com/englewood/police-report.html>

Step 3: Solicit Expert Advice

City council discussed other ways to educate themselves not only on current practices of their own police department, but also on best practices and innovative solutions to policing problems around the state and country. After considering a number of ways to go about this, council settled on a presentation and conversation with a panel of experts on policing and police reform. Council held a study session on July 6 featuring four individuals who were asked to discuss current trends and best practices regarding policing in Colorado and beyond. Panelists included the following:

- Vinnie Cervantes— Organizing Director of the Denver Alliance for Street Health Response.
- Paul Taylor, PhD- An Assistant Professor in the School of Public Affairs at the University of Colorado, Denver. Professor Taylor's research focuses on police decision-making, human error, and resilience in the context of potential use of force encounters with a focus on improving outcomes. He has more than 10 years of law enforcement experience, including as a training instructor and patrol sergeant.
- Rudy Gonzales—Executive Director of Servicios de la Raza, an organization founded by community activists in 1972 to engage those most impacted by social and economic challenges.
- George Brauchler—the District Attorney for the 18th Judicial District, including Arapahoe (where Englewood is located), Douglas, Elbert, and Lincoln Counties.

In addition to the expert panel, city council requested a survey of all sworn officers in the department to better understand officer perspectives and desires; more than 60% of officers completed the survey.

Step 4: A Community Conversation

On July 22, the City of Englewood held a Telephone Town Hall for 21st Century Policing. Due to COVID-19 restrictions in Colorado, the event featured a number of ways to virtually participate including telephone, Facebook and an online platform. Residents were also able to watch the event on YouTube. 1,487 residents participated on one of these platforms.

Police and city council members presented information and fielded questions and discussion regarding police practices such as policies, training, hiring, discipline, organizational culture, alternative policing, and best practices for law enforcement.

Surveys conducted throughout the event provided council with information on opinions and impressions of policing services.

- 78% of participants said that they felt the police department was responsive to community concerns and problems;
- 68% said the department should continue and/or enhance training to de-escalate situations;
- 56%, of respondents said that police personnel should be involved in alcohol and drug issues, and a small majority also felt that police personnel should not be involved in mental health (50%) or homelessness (59%);
- 61% said community engagement in crime control and crime prevention areas was favorable;
- 67% rated collaborative partnerships with the community favorably.

Results of the survey prompted city council to ask for additional information and resources on alternate policing methods in mental health and additional services, while increasing community involvement and engagement.

Step 5: Creation of the Police Reform Task Force

Grappling with how to best synthesize and act upon the information collected from the Police Department, the expert panel and the town hall meeting, the city council decided to establish a police reform task force. The task force was asked to provide Council with recommendations regarding training, hiring and discipline; use of force policies and procedures; and alternate policing. Council spent considerable time discussing and soliciting members for the task force with an eye toward diversity. Ultimately, council selected three local stakeholders in the non-profit service provider and healthcare arenas, four resident/business representatives, three city council members and five police department representatives. Meeting for 2-3 hours each week between September 9 and October 14, the task force released more than 30 recommendations as highlighted below:

Hiring, Training, & Discipline

- Develop a strategy, modeled on the Government Alliance on Race and Equity (GARE), to create training on bias and diversity.
- Support a program to financially support non-POST certified candidates in the certification process with an eye toward diversity.
- Expand police recruitment efforts to increase diversity of candidates.
- Have 100% of officers trained in Crisis Intervention Team tools and techniques.
- Develop and implement a comprehensive training standards program.

Use of Force

- Create a system to use, track, and leverage data insights related to the use of force in the city on an ongoing basis
- Have council involvement in significant use of force policy changes, including an annual report on the topic.
- Consider the removal of identification of excited delirium as a “serious medical condition”
- Identify all de-escalation training needs and integrate them into training programs including verbal de-escalation
- Create and implement community engagement plan

Alternative Policing

- Modify co-responder job descriptions to include case management and proactive outreach to individuals with repeat contact
- Retain licensed co-responder time for 80 hours per week
- Modify the co-responder job description to include case management
- Implement a pro-active outreach program based on access to CIT referrals with new records management system
- Establish, recruit for, and hire a new outreach position to work with mental health, substance abuse and homelessness needs
- Initiate the use of metrics to review and evaluate the success of the co-responder program
- Create protocols to work with the dispatch center to divert mental health calls to crisis system

Step 6: Implement Recommendations for Reform

Several departments are working with the Englewood Police Department to implement the task force recommendations. This includes the city attorney's office which reviews existing policies and procedures; the human resources department which assists in recruitment, training and discipline; the city manager's office which facilitates budget requests and new reporting requirements; and the communications department which continues to outreach and engage the community on police reform and initiatives.

PROJECT #2: ECONOMIC VITALITY THROUGH COVID AND BEYOND

Contact: Brad Power, Director of Community Development
1000 Englewood Parkway
Englewood, CO 80110
303-762-2346

In normal circumstances, Englewood enjoys a thriving local economy with local restaurants and retailers along Broadway, Englewood's main street, as well as several small and mid-sized manufacturing companies throughout the city. When COVID-19 began to close down many businesses in mid-March, the city acted quickly to develop a series of programs designed to support local businesses during this difficult time. In addition to COVID-19-specific grant programs, the city also partnered with nonprofits and educational institutions to support the Broadway corridor through the creation of a downtown development authority; develop a "bootcamp" for Englewood residents who lost their jobs because of COVID-19; identified key projects related to our local economy in our strategic plan; and received recognition for efforts to ensure the community supports local businesses.

COVID-19 Business Support Programs

Within three days of the governor's March 2020 public health order to close/restrict business operations, the City of Englewood re-focused its economic development resources to provide COVID-19 relief to its small business community. The Englewood City Council committed \$200,000 from the city budget to support COVID-19 business recovery initiatives. After CARES Act funding was approved in April 2020, Englewood businesses received 430 grants in 2020 at a total investment of \$1,011,950. The city launched eight diverse COVID-19 grants:

- Small Business and Support Recovery Grant for Englewood businesses with 25 or fewer employees
- Re-Opening and Marketing Grant to assist business owners with additional marketing needs, COVID-19 signage and floor graphics, and personal protective equipment;
- Nonprofit Recovery Grant for Englewood non-profits that provided pandemic related services;
- Home Business Interruption Grant for Englewood residents operating a home business;
- Restaurant and Bar Alcohol Sale Restriction Grant for revenue lost due to restricted hours to serve alcohol;
- Outdoor Heater and Temporary Shelter Grant for restaurants, bars, and gyms to accommodate outside dining or fitness in cooler months;
- Restaurant, bar, and gym level red recovery grant enacted when Arapahoe County moved to Level Red; and
- Third Party Delivery Fee Grant to reimburse businesses that utilize a third-party delivery service.

Testimonial:

The owner of Front Range Voice Care was one of forty businesses that sent formal thank yous to the City of Englewood. In it, she said, *“Wow, I can’t thank you enough for this grant! Thank you for supporting my business. As a solo healthcare provider who leases space from another healthcare provider, this will help both businesses get through a difficult time.”*

Downtown Development Authority (DDA)

To continue the economy recovery, and to focus on the growth of local businesses in the downtown area, the City of Englewood proposed the formation of a Downtown Development Authority (DDA). After a seven-month process with downtown business leaders, city council approved a special November election for the creation of the DDA to support the economic and community vitality of Englewood’s downtown. Commercial property owners, businesses, residents and tenants in the defined downtown district voted to approve the creation of the DDA. The DDA board and organization formation are now underway, focusing on placemaking, marketing, mobility, safety, and economic development programs and projects that serve Englewood residents. The DDA will partner with city departments, the Greater Englewood Chamber of Commerce, and community nonprofit organizations to achieve common goals.

Testimonial:

“After observing the changes in Englewood, we believe this is the right time to explore a new economic development tool [the DDA] that can help rebuild and reposition our downtown and encourage private investment,” said David Carroll, the executive director of the Greater Englewood Chamber of Commerce.

Local Economy in the Strategic Plan

The city council identified “Local Economy” as one of the six priority areas in the three-year strategic plan that was adopted in the summer of 2020. City staff and council worked together to identify goals and performance measures around this priority area, and to date, the city has achieved the following goals:

- Selected a master developer for the redevelopment of the city-owned portion of CityCenter
- Provided the Englewood Public Schools and Arapahoe County information about the formation of the DDA process and tax increment financing provisions and options;
- Explored job training programs that focus on people experiencing homelessness that may be offered by one of Englewood’s economic development partner agencies; and
- Installed artistic crosswalks & traffic controller wraps in the downtown area

Goals that the city continues to work on in this section of the strategic plan include:

- Attraction and retention of a diversified industry mix, including retail, restaurant, manufacturing, medical, and arts;
- Retention and sustainment of local businesses;
- Holding commercial vacancy along South Broadway to a minimum by supporting the redevelopment of aging properties and supporting new business development in the area;
- Ensuring a pro-business climate while maintaining high standards for development;
- Ensure a focus on locally owned and operated businesses;
- Promotion of business to business transactions and shop local campaigns;
- Ensure commercial areas, including neighborhoods, have unique character and pedestrian amenities for employees and visitors.

Testimonial:

It's not enough for economic development strategies to simply generate wealth in the community. I'm proud that our strategic plan goals around the economy aim to help those most in need and focus on creating an environment in which everyone can succeed," said Englewood Mayor Linda Olson.

Career Boot Camp

In partnership with Arapahoe Community College (ACC) and the Greater Englewood Chamber of Commerce, the city sponsored a career boot camp for COVID-displaced workers residing in Englewood. The Live Local, Learn Local and Work Local Displaced Worker program will educate 40 Englewood participants on a variety of career-building skills. Participants who successfully complete the program will receive \$200 and an additional \$1,145 future scholarship to be used for more training or education through Arapahoe Community College. Hosted by ACC, this program will cover a wide range of subjects over three days of in-person learning and several hours of virtual personalized advising, including: digital and virtual work-ready skills necessary to succeed in a post-COVID economy; an overview of regional industry education and job pathways within Englewood; and Englewood history and government structure. In addition, the boot camp will incorporate career assessments, job-shadow, and pre-apprenticeship opportunities and comprehensive career counseling.

Testimonials:

Englewood resident Sandy lost her job due to COVID and participated in the three-day COVID Career Boot Camp. She had this to say at the conclusion of the boot camp: *"I really appreciated the time and knowledge you all have given in the time the world is struggling. We all need the help."*

Dr. Eric Dunker, Associate Vice President and Dean at ACC said *"ACC is proud to partner with the City of Englewood and the Greater Englewood Chamber of Commerce on this important initiative to get displaced workers into career sustaining pathways. The collaborative spirit of the Englewood community and industry partners is a testament to the strength and resilience of the city and its residents."*

Collaborative Support for Manufacturing

The city continues to find innovative ways to assist local businesses in staying in Englewood and maintaining the diversity of the Englewood local economy. After Tim and Voni Flaherty purchased Warming Trends, a manufacturer and distributor of outdoor gas-burner systems and accessories in 2018, they quickly realized they needed more space. Englewood Economic Development Manager Darren Hollingsworth found out that Warming Trends was outgrowing its space, and he worked to ensure that city staff assisted Warming Trends in finding a larger location. Since then, the Warming Trends Colorado team doubled in size, and provides jobs for more than 40 people. The company works with local suppliers, further contributing to the city's economy.

Testimonial:

"We have been well supported by Englewood and it is apparent to us that the city values growing its manufacturing job base," said Warming Trends co-owner Tim Flaherty. *"We hope that businesses like ours add to the economic base of Englewood both directly and through those that we also support. Good jobs matter!"*

The city partners with a nonprofit organization, Manufacture's Edge, a consulting firm that provides expertise and resources to help area manufacturers remain competitive in Colorado. They help companies connect with local buyers and suppliers, and support training new workers and expanding operations, such as Warming Trends.

Business Marketing

Soon after public health orders required residents to stay at home and many businesses were shuttered, the City formed a COVID recovery working group to plan for the day we could begin to reopen safely. The group included the city's communications department, economic and community development staff as well as business owners and chamber of commerce representatives. The group created the recovery campaign, "We've Got This" aimed at strategies to help Englewood businesses recover.

Time for Takeout

One of the first strategies implemented after in-person dining was prohibited was the *Time for Takeout* Campaign. Using the Chamber of Commerce's extensive business list, the city partnered with the chamber to contact restaurants and determine if they would be providing takeout services and if they were interested in participating. A master list of participating businesses was quickly assembled and published on both the City and chamber websites. The list was heavily promoted on social media with thousands of residents supporting local restaurants as a result of the campaign.

Business Storytelling Series

In September, 2020, the City of Englewood and the Greater Englewood Chamber of Commerce launched a free business storytelling series to promote Englewood-based businesses. The campaign was open to all businesses and the communications department launched a social media campaign asking the community to nominate businesses. Each story featured a brief description of a business and a customized video interviewing a business representative and showing footage of the business and what products or services they provide.

Example of a Storytelling Series Promotion:

Grow + Gather, a new urban farm, marketplace and restaurant is excited to welcome you back to in-person dining and shopping! Thanks to two City of Englewood grants that have helped them weather a temporary shutdown due to the COVID-19 pandemic, their unique farm to table experience has returned for you to enjoy.

<https://www.youtube.com/watch?v=n3jRusDmwBA&feature=youtu.be>

Staycation Series

The "Staycation" series, highlighted and promoted two to three businesses each week through social media posts by encouraging people to safely patronize storefronts and restaurants and help them stay afloat. Chamber of commerce and communications department staff identified participating businesses, interviewed and collected information from the businesses and created social media campaigns to promote the proposed staycation.

Example of a Staycation Promotion:

Need an afternoon pick-me-up? Take a sip of quality coffee from [Kaladi Coffee Roasters](#). That little boost of caffeine courage will ensure a summit (or five) at [Earth Treks](#) indoor climbing gym! And, what better way to unwind from a fun afternoon then some comedy with a side of beer? End your day with a visit to [Barnhouse Tap](#)!

Staycation & Storytelling Testimonial

Combined, the Storytelling and Staycation campaigns highlighted 75 businesses and reached more than 200,000 people on social media. Local businesses were very appreciative. The owner of longtime Englewood business, "Frank the Pizza King" said in response to the Storytelling Series, "Thank you City of Englewood, CO! So happy you have all of our backs!"

Recovery Campaign Signage & Swag

As part of the “We’ve Got This” campaign, the City of Englewood created a wide variety of public signage and swag, both big and small. Signage was placed on public infrastructure and provided to businesses for display on storefronts and within buildings. Some examples included the following:

- Large format “We’ve Got This” banner over Broadway (the city’s main street)
- Light pole banners along Broadway promoting shopping, dining and entertainment businesses
- Window clings for business doors and storefronts
- “We’ve Got This” bandannas (facial coverings) and other swag

PROJECT #3: EMERGENCY PREPAREDNESS & STORMWATER RESILIENCY FOLLOWING TRAGEDY

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On July 25, 2018, in what neighbors say took only 10 to 20 minutes, flood waters from an intense rain event overtook window wells, filled stairways to basements, and trapped an Englewood resident who tragically lost her life in the storm.

The day following the flood event, Englewood’s mayor signed a resolution declaring a local disaster. The flooding led the city to acknowledge shortcomings with both emergency management planning and the city’s stormwater infrastructure. In the days and months that followed, the city set goals to address these problems.

Emergency Management Planning & Implementation

The 2018 flood brought to light that staff was inadequately trained in National Incident Management System (NIMS) processes and procedures and the Incident Command System (ICS). Additionally, the city had no centralized emergency management office or organizational structure for managing emergencies.

As a first step, then City Manager Eric Keck in 2018 required all city staff to complete Incident Command System Training modules 100 and 200 through the Federal Emergency Management Administration’s Emergency Management Institute. Department leadership and the city manager’s office worked to ensure that every staff member completed this training.

Later that year, city staff presented proposals to city council to create a new emergency manager position. Council was divided on this question, with some suggesting a partnership with Arapahoe County’s Office of Emergency Management would be more cost effective and enhance regional coordination. Shortly thereafter, city staff began meeting with Arapahoe County officials to discuss a potential partnership. After months of meetings and negotiation, the City of Englewood and Arapahoe County entered into a long-term agreement starting in 2019 that provides Englewood with a comprehensive emergency management program in order to prevent, prepare for, respond to, mitigate and recover from emergencies that may arise in the city.

Key provisions of the agreement included the following:

- Preparation and adoption of an updated emergency operations plan
- Development and implementation of continuity of operations plans
- Coordination of training for all city personnel on an adopted emergency operations plan and required NIMS courses
- Coordinate communications in the event of an emergency
- Manage incident response as requested, including assignment of trained personnel to appropriate roles in the incident command structure
- Interface with appropriate regional, state, and federal agencies
- Provide regular, complete reports to council and the community.

At the end of 2020, city staff and Arapahoe County staff proudly reported to city council that many of the goals noted in the Arapahoe County-Englewood agreement had been achieved.

Stormwater Resilience Planning & Implementation

In addition to the tragic 2018 flood event, in 2019, the city experienced an underground stormwater system failure that resulted in a sinkhole more than 10 feet wide and twenty feet deep on a high-volume roadway. The fourth sinkhole in five years, a car drove into the hole and had to be removed by tow truck. These highly publicized system failures increased the urgency of the city to develop a plan for studying, planning and implementing a long-term stormwater infrastructure plan.

In conjunction with resident stakeholders and the Englewood City Council, the city's public works department laid out a four-pronged approach:

1. Study the stormwater system especially in flood-prone areas throughout the city, perform preliminary engineering and evaluate alternatives
2. Develop a comprehensive stormwater maintenance program
3. Develop cost estimates and strategies for funding both capital and operational & maintenance needs
4. Complete final engineering and implement capital and operational programs and projects.

Planning & Community Engagement

The City undertook a number of key studies and analyses to determine the extent of the problem and arrive at solutions. Throughout each of these studies, City staff and the City's consultants undertook community engagement strategies including the following:

1. Public meetings in flood affected areas
2. Surveys and direct mail pieces to flood-affected residents
3. Individual meetings with homeowners
4. More than a dozen study sessions and City Council meeting discussions on the topic of stormwater.

Key studies included the following:

- Floodproofing Study & Outfall System Plan Update- The City undertook the Floodproofing Study & Outfall System Plan Update by Calibre Engineering in 2018 and 2019 which focused on the four drainage basins determined to pose the most serious threat to public safety, based on known flooding areas. In addition to hydrologic and hydraulic modeling and cost estimation, the study answered a number of questions that concerned residents raised through community engagement efforts:

1. What can be done immediately to flood proof homes in the affected areas?
 2. What long-term regional storm drainage improvements can be implemented to eliminate or greatly reduce flooding?
 3. What can the city do to prevent future failures or sinkholes, especially in the Oxford Avenue corridor?
- Mile High Flood District Major Drainageway Plan Update- As the Denver metro area's regional coordinating agency for flood protection and control, the Mile High Flood District (MHFD) coordinates regional stormwater management efforts. City leaders recognized the importance of incorporating Englewood's stormwater planning efforts into MHFD's plans and were able to submit updates to MHFD's 2021 Major Drainage Way Plan.
 - Stormwater System Master Plan- In late 2019, the City undertook a comprehensive master planning process that focused on the following:
 1. Assessing capacity and viability of large diameter pipes (36-inch and larger) in the city
 2. Developing a proposed 15-year Capital Improvement Plan (CIP) to identify costs associated with upgrading the system.

Alignment of Stormwater Goals with the Strategic Plan

In 2020, the City Council adopted a three-year strategic plan with a number one priority of becoming a city that proactively, and in a cost-effective manner, invests in, maintains, and plans to protect its infrastructure. As of the end of 2020, the city completed five projects noted in the Strategic Plan including the following:

- Stormwater rate study;
- Hiring of an asset manager in the Public Works Department;
- Removal of debris from the stormwater pipe on Oxford Street;
- Repairing the outlet at Jason Court and Rotolo Park; and
- City-wide cleaning of the storm sewer system and tracking progress.

Other goals and project identified in the strategic plan and currently underway include the following:

- Establishment of a long-term CIP;
- Establishment of a 20-year plan for infrastructure financing;
- Establishment of a city-wide asset management plan;
- Reduction of the number of structures at risk of flooding in a 25-year storm event by 20%;
- Education of the public on the importance of building, maintaining, replacing, and funding infrastructure.

Capital Infrastructure Projects

The master plan identified 29 projects which would need to be completed in order to reduce risk and achieve flood protection of private property. Most of these projects involve the replacement, or installation of larger storm sewer pipes to provide greater capacity to capture and convey water. Prioritization was based on, in part, the number of structures, especially residential structures, that are removed from within the flood boundary as a result of the infrastructure improvements. The three highest-prioritized projects are currently in design. The fourth will begin design this summer. All four will be constructed over the next two to three years.

Maintenance

As a part of the 2020 budget approval, council added two new stormwater maintenance technicians who inspected miles of storm drainage pipes and removed more than 2,000 pounds of dirt, rock and other debris from the existing stormwater system. This work continues and will help prevent the kind of deterioration and clogged storm drain pipes of the past. Beginning in 2021, staff is also taking video of the pipes after they are cleaned in order to evaluate if pipe repairs or remediation is needed.

In July of 2020, staff completed development of a proactive maintenance plan that aligned with the goals of the stormwater master plan. This maintenance plan uses a combination of city and contract resources to maintain and repair the storm sewer pipes, inlets, and manholes and introduce water quality elements, where possible, to the system.

Funding

Short-Term- For many years, the city had underfunded the stormwater management program in terms of capital investment, maintenance and operations. As such, the City lacked money to fund the necessary studies and analyses noted above. To address this concern, in 2019 council approved a loan of \$3 million from the general fund to the stormwater enterprise fund. This stopgap funding was critical to ensure the city had funds to pay for engineering services that provided the data and analysis to maximize efficiency and effectiveness.

Long-Term- In 2020, the city embarked on an in-depth study of the city's stormwater rates and fees. The stormwater rate study utilized the data and cost estimates generated through the stormwater master plan and helped inform City Council regarding setting rates for the City's stormwater fee paid by each property owner. As a result, stormwater fees were increased in both 2019 (in anticipation of the known needs) and again in 2020, based on the study results. A third increase is anticipated for the fall of 2021. These rate increases will support issuance of bonds to allow the city to advance the four highest prioritized capital improvement projects which total approximately \$26 million.

Public Engagement on Needed Rate Increases

Because raising fees on residents and businesses is often unpopular and challenging for elected officials to sign onto without public support, in 2019 and throughout 2020 the City began a year-long community engagement and public information campaign called, "Flow it Forward."

"Flow it Forward" was a partnership between the city's communication department, public works department, utilities department and Slate Communications. The campaign had four primary goals:

1. Educate the public on the importance of having a functioning stormwater system
2. Inform residents about undersized and deteriorating storm drainage pipes throughout the City
3. Increase understanding of how Englewood's Stormwater Rates compare with other cities both before and after local rates were increased.
4. Develop buy in from residents and businesses about the need for additional community investment in the system and new rates that addressed system needs.

The plan included the following elements:

- Creation of a campaign website www.inglewoodco.gov/flowitforward
- Created and boosted a series of monthly social media posts

- Created and promoted a series of education videos on the importance of the stormwater system and efforts to remove debris and clean storm drainage pipes
- Created and promoted an infographic describing the stormwater system, how Englewood's rates compare to other cities in Colorado and what improvements are needed to the system
- Three direct mail postcards were sent to every ratepayer in the City on the following topics:
 - Your stormwater fees at work
 - Updated project information
 - Rate comparison and introduction to a customer assistance program
- Currently working on a mailer that will include information on a billing conversion from quarterly to monthly. A series of three flyers will be mailed with customer utility bills this spring and summer. These flyers will include customized information for the different bills in each quadrant of the City.
- Made stormwater and other utility upgrades the cover story of the quarterly City of Englewood magazine, included was the infographic and in-depth stormwater system information; additional articles containing stormwater information were provided in three subsequent editions of the quarterly magazine to all residents.

Creation of a Utility Assistance Program for Low-Income Residents

The city recognized early on that though proposed rate increases were moderate and still below many of the city's benchmark cities, the rate increases would be challenging for the city's low income and fixed income residents. As such, the city created a new utility assistance program. Using the Unassigned Fund Balance in the General Fund, the program provides for a sliding scale of direct assistance based on income.

The city promoted the new program as follows:

- Dedicated space to an article and chart in the city's quarterly magazine to all residents and business
- Issued a press release about the customer assistance program
- Sent a postcard to all residential and commercial ratepayers with information about the program and how to sign up.

Attachment A: Colorado State Map

